

Bertha-

Here are some quick notes for your outline for the supervisor's "lecture" to be given in the auditorium to first line auditors. The number of each item does not indicate its order/importance but really the order in which they came to mind.

I am assuming that each item in the outline implies that this is a point that the supervisor will want to bear in mind with respect to his subordinates when dealing with or evaluating them.

a. Off-job Problems

1. Health
2. Financial
3. Family
4. Social
5. Outside activities
6. Organizations
7. Travel

b. On-the-job Problems

1. Performance

- a. Ability to organize work
- b. Intellectual capacity
- c. Energy
- d. Preparation for job (skill level, need for training)
- e. Attention to detail - job interest
- f. Work habits - promptness, neatness
- g. Ability to get along with others
- h. Job interest
- i. Productivity

2. Development

- a. Intellectual capacity
- b. Ambition
- c. Drive
- d. Capacity for leadership
- e. Ability to innovate
- f. Training requirements
- g. Ability to make decisions
- h. Ability to delegate
- i. Judgment
- j. Ability to obtain results (if now a supervisor of others)

These are some "DO's" and "DON'TS" which might be helpful in developing your outline for the lectures on first-line supervision.

The first line supervisor should:

- a. Adapt work assignments, insofar as possible, to the capabilities and interests of individual employees.
- b. Be sure that employees know what is expected of them in terms both of performance and conduct.
- c. Set reasonably high standards of performance by his own personal example.
- d. Assign deadlines only when they are necessary or useful and then stick to them.
- e. Keep employees informed by letting them know at the time when they do something worthy of either praise or constructive criticism.
- f. Don't let dissatisfaction with elements of performance or conduct build up without communicating them to the employees concerned.
- g. Handle all subordinates with equal fairness.